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# Foreman's handbook

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WORKS  
PROGRESS  
ADMINISTRATION

HARRY L. HOPKINS, *Administrator*

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Y3.W89/2:27/76



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# Foreman's handbook

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WORKS PROGRESS ADMINISTRATION

HARRY L. HOPKINS, *Administrator*

FORCING

Handbook

THE UNIVERSITY OF CHICAGO PRESS

CHICAGO, ILL. 60607



# WORKS PROGRESS ADMINISTRATION

WALKER-JOHNSON BUILDING  
1734 NEW YORK AVENUE NW.  
WASHINGTON, D. C.

HARRY L. HOPKINS  
ADMINISTRATOR

November, 1937.

TO: All Foremen on WPA Projects  
SUBJECT: Handbook for WPA Foremen.

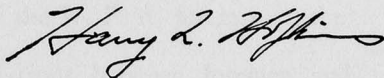
Whether you are called foremen, subforemen, strawbosses, or supervisors, you hold one of the most important positions in the Federal Works Program for the unemployed.

You are part of a supervisory crew of nearly 100,000 men and women who have direct responsibility for the immediate administration of work operations on WPA projects.

If the public is pleased with WPA projects it is largely due to your efficiency. WPA projects will be good or bad as the foremen make them. This has been demonstrated many times in the course of the program.

This handbook for the WPA foremen has been prepared for your guidance in discharging your responsibilities.

I hope you will find it helpful.

A handwritten signature in cursive script, reading "Harry L. Hopkins". The signature is fluid and elegant, with a long, sweeping underline that extends to the right.

Administrator.



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# I

## QUALIFICATIONS FOR SUPERVISORS AND FOREMEN ON W. P. A. PROJECTS



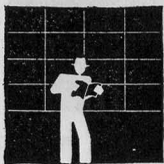
A FOREMAN ON A W. P. A. PROJECT HAS A MORE RESPONSIBLE POSITION THAN A FOREMAN IN PRIVATE INDUSTRY.

THE W. P. A. FOREMAN IS RESPONSIBLE FOR—

- {1} The faithful administration of a public trust to the extent that the public is honestly served.
- {2} The safety and well-being of the workers.
- {3} The efficient supervision of the project.
- {4} The training and guidance of workers.

Q. HOW MAY FOREMEN LEARN THE RULES AND REGULATIONS OF W. P. A.?

A. If the printed or typewritten orders and letters of W. P. A. are not distributed to foremen, they should ask their superiors for the necessary information.



Q. WHAT EDUCATION DOES A FOREMAN NEED TO QUALIFY FOR A SUPERVISORY POSITION ON A W. P. A. PROJECT?

A. There are no formal educational requirements either for workers or foremen on W. P. A. projects. It is sufficient if foremen can do the work assigned to them.

*No man's conscience can tell him the rights of another man; they must be known by rational investigation or historical inquiry.*

—Johnson.

Q. SHOULD W. P. A. FOREMEN BE TAKEN FROM THE RELIEF ROLLS?

A. This is desirable but not required.

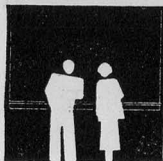


Q. WHAT PERCENTAGE OF W. P. A. WORKERS COME FROM THE RELIEF ROLLS?

A. The average of relief workers for the United States is about 97 percent. About the same percentage of W. P. A. workers are receiving the security wage.

Q. IN SOME COMMUNITIES THE FOREMAN IS ASKED TO GIVE TIME TO COMMUNITY WORK. CAN THIS SERVICE BE CREDITED AS TIME WORKED ON THE PROJECT?

- A. However worthy and laudable such community work may be, it may not be charged to the project. Foremen should participate in community activities but should not take part in partisan activities that may diminish their fairness or integrity on the project.



Q. DO THE RULES WHICH APPLY TO FOREMEN ON PROJECTS FOR MEN ALSO APPLY TO FOREMEN OR SUPERVISORS ON PROJECTS FOR WOMEN?

- A. Yes. These rules apply on all projects. It makes no difference whether the projects employ men only, women only, or men and women.

ON W. P. A. projects women, economic heads of families, make clothes for the needy, serve lunches to undernourished



school children, supervise recreation, teach old and young, nurse the sick, take part in musical and theatrical productions, give emergency aid in needy homes, and perform many other useful and necessary services.

MAN-MONTHS OF LABOR PERFORMED  
BY MEN AND WOMEN ON THE WORKS  
PROGRAM DURING 2 YEARS, ENDING  
SEPTEMBER 30, 1937:

53,140,000 man-months by workers on  
W. P. A. projects.

9,693,000 man-months by men and youth  
on C. C. C. projects.

2,514,000 man-months on projects of  
P. W. A.

1,787,000 man-months on projects of the  
Bureau of Public Roads.

933,000 man-months on projects of the  
Army Engineers and Quarter-  
master Corps.

825,000 man-months on projects of the  
Forest Service and Bureau of  
Entomology and Plant Quar-  
antine.

582,000 man-months on projects of the  
Soil Conservation Service and  
the Reclamation Service.

LESSER AMOUNTS OF LABOR WERE  
PERFORMED BY OTHER FEDERAL  
AGENCIES. ALTOGETHER, IT IS A  
VAST AMOUNT OF WORK PERFORMED  
BY THE UNEMPLOYED FOR THE GOOD  
OF THE COMMUNITIES.

*This Government, the offspring of our own choice,  
uninfluenced and unawed, adopted upon full in-  
vestigation and mature deliberation, completely  
free in its principles, in the distribution of its  
powers, uniting security with energy, and con-  
taining within itself a provision for its own  
amendment, has a just claim to your confidence  
and your support.*

—Farewell Address of George Washington.

## II

### SUPERVISORY AUTHORITY OF W. P. A. FOREMEN



#### THE GOOD FOREMAN SHOULD—

Know what must be done to operate the job properly.

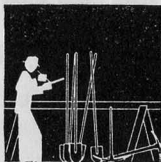
Know who has authority to give him orders and to receive reports from him.

Be able to take orders without grumbling and carry them out properly.

Be able to give orders without shouting or strutting and in a way that the workers can understand.

Q. WHAT ARE THE RESPONSIBILITIES OF THE FOREMAN IN STARTING A PROJECT?

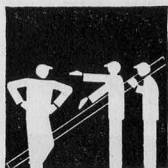
A. The foreman should acquaint himself with the work assigned. Materials, tools, and equipment available for the job should be checked and counted. The manner of doing the job should be planned in advance, and the types and numbers of workers at different stages of the project should be determined.



Q. IN AN EMERGENCY WHAT AUTHORITY MAY THE FOREMAN ASSUME?

A. Any authority that the circumstances warrant to protect the job, the materials and equipment, or the workers. This may involve requiring workers to stay overtime or temporarily assigning work-

ers to tasks out of their classification. For example, he may assign skilled workers to fill sacks of sand or to do other protective work against a flood. The foreman who uses good sense and knows what he is doing is not likely to overstep his authority in emergency situations.

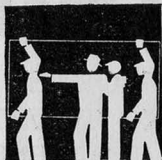


Q. WOULD A WORKER BE JUSTIFIED IN REFUSING TO ACCEPT ORDERS SENT BY THE FOREMAN THROUGH A SECOND PERSON WHO IS NOT A STRAW BOSS?

A. Under very unusual circumstances a foreman may find it necessary to transmit orders through a second person. Under normal circumstances, if it is necessary to give orders through someone else, the workers should be so advised to avoid misunderstanding.

Q. WHAT SHOULD THE FOREMAN DO IF ORDERS GIVEN BY A SUPERIOR ARE NOT CLEAR?

A. If the orders are given in writing the foreman should read them to get them clearly in mind. Orders given orally should be discussed by the foreman if he has any questions. It is the duty and right of a foreman to have a clear understanding of any orders given him.



Q. IF THE FOREMAN IS CALLED AWAY FROM THE PROJECT FOR A SHORT TIME ON OFFICIAL DUTY, SHOULD HE NAME SOME WORKER TO TAKE HIS PLACE UNTIL HE RETURNS?

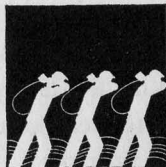
A. Yes. A project should not be left without direction. Other workers should be advised to whom his authority has been delegated, whether to a straw boss or to some reliable worker.

Q. DOES THE FOREMAN HAVE SUPERVISORY CONTROL OVER THE TIME-KEEPER ON THE PROJECT?

A. The foreman is directly responsible to the operating division in charge of the project, while the timekeeper is responsible to the Division of Finance. Both are expected to cooperate in keeping the time sheets accurate, and there is no need for one to supervise the other. Sometimes on smaller projects the foreman is required to act as timekeeper.

*A truly American sentiment recognizes the dignity of labor and the fact that honor lies in honest toil.*

—Cleveland.



## DO YOU KNOW THAT—

72 percent of the total workers employed by all agencies on the Works Program in July 1937 were employed on W. P. A. projects, 15 percent were on C. C. C., and 13 percent were employed on all other agencies?

52 percent of the 45,700 W. P. A. projects in operation in May 1937 employed less than 20 workers. 90 percent of these projects involved a total cost of less than \$50,000 each?

18 percent of the workers on W. P. A. projects are women and 5 percent are professional workers?

97 percent of all workers on W. P. A. projects are paid the security wage?

64 percent of the workers on W. P. A. projects are classified as unskilled? This percentage is higher in some States.



86 percent of the Federal funds expended on W. P. A. projects are expended for wages, while 14 percent are expended for materials, equipment, and other nonlabor items?

*Labor is one of the great elements of society—the great substantial interest on which we all stand.*

—Daniel Webster.

### III

## RIGHTS OF PROJECT WORKERS TO PRESENT GRIEVANCES



### THE FOREMAN SHOULD KEEP IN MIND—

That even a good foreman may get angry at times, but he should not lose control of his tongue and his temper. It is very important that he does not lose control of both tongue and temper at the same time.

That while a foreman has greater authority than the workers, he accordingly should maintain a greater sense of responsibility.

That the foreman, however, enjoys no rights as a worker or citizen that may not also be enjoyed by all other workers.

Q. WHAT SHOULD BE THE ATTITUDE OF THE FOREMAN IF THE WORKERS UNDER HIS SUPERVISION MAKE COMPLAINTS ABOUT HIM?

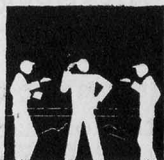
A. The complaints may be true or they may be false, but the foreman should remember that the workers have a right to complain if they have grievances. The foreman should be willing to discuss complaints with workers and settle them if within his authority.



Q. UNDER WHAT CIRCUMSTANCES MAY A WORKER MAKE COMPLAINTS?

A. There are no limitations. Any worker has the right to present grievances, either to the foreman or to other local W. P. A. officials. Workers with complaints, if they so wish, may be repre-

sented by delegates, stewards, or other representatives of their own choosing.

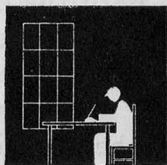


**Q. SHOULD WORKERS BE REQUIRED TO PUT THEIR COMPLAINTS IN WRITING?**

**A.** It is not necessary to require a written statement for most complaints made directly to the foreman. If the complaint relates to matters over which the foreman has no jurisdiction it should then be referred to the Employment Division. To secure the greatest speed and understanding, complaints submitted to the Employment Division should be in writing.

**Q. TO WHAT EXTENT IS THE FOREMAN RESPONSIBLE TO THE OFFICER OF THE DIVISION OF EMPLOYMENT IN CHARGE OF LABOR RELATIONS?**

- A. The foreman is not directly responsible to the labor relations officers, but he is expected to seek their advice when needed and take their advice when given. The foreman is expected to cooperate with officials of the Division of Employment, as with officials of other divisions in charge of the Works Program.



- Q. IS A FOREMAN JUSTIFIED IN DISCIPLINING A WORKER FOR WRITING A COMPLAINT ABOUT THE PROJECT TO THE PRESIDENT OF THE UNITED STATES OR TO OTHER FEDERAL OFFICIALS?

- A. No. Workers as citizens have the right to send such letters.

*My idea is that all who are for the idea, in any form, shall cooperate, all treating all respectfully.*

—Abraham Lincoln.

Q. WHAT SHOULD THE FOREMAN DO IF A WORKER CRITICIZES THE GOVERNMENT OR THE PRESIDENT?

A. As a citizen the worker has a right to his opinions, just as he has a right to follow any religious faith or economic philosophy. The conduct or opinions of a worker concern the foreman only when they interfere with the efficiency of the project. In that case he should advise the worker to talk less and work more. Working time shall not be used for argument, speeches, or discussion.

DO YOU KNOW ABOUT THE KINDS AND AMOUNT OF WORK DONE BY WOMEN ON W. P. A. PROJECTS?

9,000,000 visits, examinations, or treatments to needy people have been extended by W. P. A. nurses.

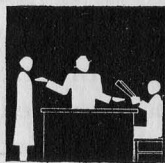
400,000 assignments have been made on W. P. A. housekeeping aid projects. Women are sent to give housekeeping aid in homes of needy families.

1,000,000 undernourished children have been served 80,000,000 meals in 10,000 schools by women workers on W. P. A. school lunch projects.

60,000,000 garments and household articles for distribution to needy families have been made by women on W. P. A. sewing projects.

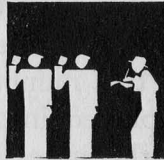
370,000 employable women worked on W. P. A. projects in June 1937. Of this number, 225,000 were employed in sewing rooms in all the States.

WOMEN CANNOT CONSTRUCT BUILDINGS OR DIG DITCHES, BUT THEY CAN BE EMPLOYED ON PROJECTS FOR MAKING GOODS OR FOR GIVING SERVICE.



## IV

### PROCEDURE FOR HANDLING GRIEVANCES OF W. P. A. WORKERS



#### THE FOREMAN MUST KEEP IN MIND—

That W. P. A. rules provide a way to deal fairly with workers who have grievances;  
That the foreman must be ready to advise the workers so that the rules for handling their grievances may be clear to them; and  
That even if some workers make complaints which cannot be supported they are entitled to attention, and no prejudice may be held against them.



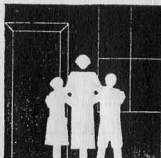
Q. IF A WORKER IS NOT SATISFIED WITH THE DECISION OF THE FOREMAN ON A GRIEVANCE DOES HE HAVE THE RIGHT OF APPEAL?

A. Yes. Grievances may be appealed to the official handling labor relations for the local Division of Employment. If the worker is still not satisfied, the case may be appealed to the Division of Employment of the State W. P. A., and if satisfaction is not received there, the case may be appealed to the Federal W. P. A. Very few cases will be appealed from the decisions of the foreman if he operates within the limits of W. P. A. rules.



Q. WHAT ADVICE SHOULD THE FOREMAN GIVE TO WORKERS WHO HAVE GRIEVANCES RELATING TO W. P. A.?

- A. The foreman should make every effort to adjust such grievances. Matters which are outside the jurisdiction of the foreman should be referred to the Division of Employment.



Q. DO WOMEN HAVE THE SAME RIGHTS AS MEN TO THE BENEFITS OF W. P. A.?

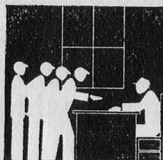
- A. Yes. Women are also citizens, workers, and heads of families. They also want job opportunities and when public work is provided for them they render good service.

*At present the most valuable gift which can be bestowed upon women is something to do which they can do well and worthily, and thereby maintain themselves.*

—James A. Garfield.

Q. ARE THERE ANY RULES ABOUT THE USE OF LABOR SPIES OR THE BLACK LIST?

A. Such practices are prohibited by the regulations of W. P. A. No "list," whether it be a black or red list, may be used to discriminate against W. P. A. workers. The use of labor spies or "stool pigeons" is forbidden.



Q. IS IT REQUIRED THAT PERSONS CHOSEN BY THE WORKERS TO REPRESENT THEM BE EMPLOYED ON THE SAME PROJECT?

A. No. Workers may select anyone to speak in their behalf. They should be assured, however, that it is not necessary to employ lawyers to present their complaints.

Q. DOES THE WAGNER LABOR RELATIONS ACT APPLY TO LABOR RELATIONS ON W. P. A.?

A. No. The Wagner Act, which is administered by the National Labor Relations Board, applies only to labor relations in private industry. Workers on W. P. A. already enjoy the right to organize and present grievances which is guaranteed by the Wagner Act.



Q. HAVE WORKERS THE RIGHT TO SELECT JOB STEWARDS TO REPRESENT THEM IF THEY HAVE GRIEVANCES ON THE PROJECT?

A. Yes, but such a person, whether called job steward or by some other name, represents only the members of his own organization. This does not preclude other workers from presenting grievances as individuals if they so wish.

Q. ARE WORKERS PERMITTED TO HAVE BULLETIN BOARDS FOR POSTING NOTICES ABOUT MEETINGS?

A. There is no objection to bulletin boards on the site of the project, or to workers placing notices of meetings or other information on them. Such notices should be limited to information only; for example, the place of a meeting, the time, the speaker, and the subject.

*He that would make his own liberty secure, must guard even his enemy from oppression, for if he violates this duty he establishes a precedent which will reach himself.*

—Thomas Payne.

## WORK OF THE LIBRARY PROJECTS OF W. P. A. DURING A PERIOD OF LESS THAN 2 YEARS:

2,500,000 additional books were made available to people who do not have access to public libraries.

2,500 library branches were established in communities where libraries never existed or had been discontinued.

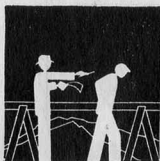
2,000 traveling libraries by horseback, automobile, or rowboat have made reading materials available to 500,000 persons.

10,000,000 books have been repaired or rebound for 1,800 libraries in 42 States.

12,000,000 school books have been reconditioned for 15,000 public schools.

10,000 talking book machines have been made available for the 80,000 blind persons in the United States who cannot read

Braille. The talking book is a special phonograph that uses records which run about 30 minutes. W. P. A. has also made thousands of books and maps in Braille for the 78 schools for the blind in the United States.

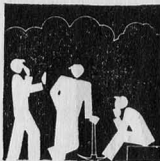


*The whole purpose of democracy is that we may hold counsel with one another, so as not to depend upon the understanding of one man but to depend upon the common counsel of all.*

—Woodrow Wilson.

# V

## CONCERNING THE ORGANIZATIONAL ACTIVITIES OF WORKERS AND FOREMEN



### FOREMEN ON W. P. A. PROJECTS ARE—

Officials of the Federal Government and as such cannot enter into any partisan relationships with any special group of workers; and are

Public servants with broad and impersonal responsibilities which must be carried with dignity and administered with unfaltering courage.



Q. WHAT IS THE POLICY OF W. P. A. WITH RESPECT TO ORGANIZATIONAL ACTIVITY ON THE PROJECT?

A. Workers may not engage in any outside activity during working hours. Labor organizers soliciting memberships are not allowed on the project during work-hours. The foreman is responsible for enforcing this rule.



Q. WHAT ARE THE RULES OF W. P. A. ABOUT ORGANIZERS HOLDING MEETINGS ON THE PROJECT DURING THE NOON HOUR OR AFTER WORKING HOURS?

A. It is not advisable to permit meetings on the site of the project at any time. Such meetings held by different groups may lead to controversy and interfere with the efficiency of the project. How-

ever, W. P. A. cannot prevent workers going elsewhere during the noon hour or after work to attend meetings. Questions about which the foreman has doubt should be referred to the Division of Employment.

**Q. ARE FOREMEN PERMITTED TO JOIN ORGANIZATIONS FORMED BY THE WORKERS?**

- A. Foremen may join any organizations that they wish, but as members of such organizations they may not put loyalty to any group ahead of loyalty to the policy of W. P. A. for fairness to all project workers.



**Q. WHAT SPECIAL CONSIDERATION IS A FOREMAN EXPECTED TO GIVE TO A WORKER WHO IS A MEMBER OF A LABOR UNION?**

- A. No worker, because of membership or nonmembership in a union, is entitled to

any special favors. This rule must be kept by all foremen, even those who are themselves members of labor unions. They must keep in mind that they are employed in a public capacity and that a favor given to one set of workers may be discrimination against another group of workers who have equal rights as citizens.

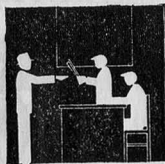


Q. SHOULD A FOREMAN ACT AS AN ORGANIZER FOR A UNION OF WORKERS ON HIS PROJECT?

A. This is not permitted. No foreman who is a member of an organization of workers should accept an assignment from his union as organizer.

Q. ARE THE FOREMEN ON W. P. A. PROJECTS PERMITTED TO FORM THE WORKERS UNDER THEIR SUPERVISION INTO CLUBS OR UNIONS?

A. This is not permitted. Organizations formed by the foremen or other W. P. A. officials would be classed as company unions. It is especially a violation of W. P. A. policy if such unions or associations are formed in opposition to other unions or associations formed by the workers.



DURING 2 YEARS, ENDING JUNE 30, 1937, W. P. A. PLACED IN OPERATION THE FOLLOWING 148,899 PROJECTS.

45,672 for construction or improvement of highways, roads, and streets.

23,835 for improvement or construction of public buildings.

9,502 for improvement or construction of parks, playgrounds, and athletic fields.

6,453 for conservation and flood control work.

14,897 for water and sewerage systems,  
and sewage treatment plants.

1,301 for development of airports and  
other aids to transportation.

23,697 for research, health, educational,  
and other white-collar work.

9,896 for sewing rooms and other pro-  
duction work.

3,754 for malaria control and other  
health and sanitation work.

9,892 for projects of other types.

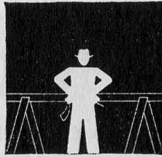


*Congress shall make no law respecting the establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or of the right of the people peaceably to assemble, and to petition the Government for a redress of grievances.*

Amendment 1.—The Constitution  
of the United States.

## VI

### COOPERATION OF W. P. A. WITH OTHER PUBLIC AGENCIES



#### THE FOREMAN SHOULD REMEMBER—

That W. P. A. is a cooperative program between the Federal Government and the local communities;

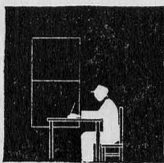
That W. P. A. is an agency that cooperates with other agencies of the Federal Government;

That W. P. A. cooperates with the public agencies and departments of the States and local communities; and

That this same spirit of cooperation must maintain between the divisions of W. P. A.

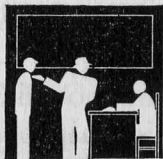
Q. WHAT INFORMATION SHOULD THE FOREMAN HAVE ABOUT PUBLIC AGENCIES OTHER THAN W. P. A. THAT MAY BE INTERESTED IN THE WELFARE OF THE UNEMPLOYED?

A. The foreman has no official responsibility for the relationship of W. P. A. with other agencies. However, if problems arise concerning the relations of workers with the United States Employment Service, the Social Security Board, local public welfare agencies, or other agencies, the foreman should refer them to the Division of Employment.



Q. IF THE FOREMAN HAS KNOWLEDGE THAT A WORKER HAS GIVEN FALSE INFORMATION ABOUT HIS FINANCIAL CONDITION IN ORDER TO GET ASSIGNED TO W. P. A. WHAT ACTION SHOULD BE TAKEN?

A. The matter should be reported to the Division of Employment.



Q. ARE W. P. A. WORKERS ELIGIBLE FOR BENEFITS UNDER THE SOCIAL SECURITY ACT?

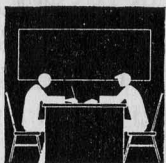
A. Workers while employed on W. P. A. projects are not eligible for the benefits provided under the Social Security Act. If the foreman is not informed on these questions, he should refer workers to the Division of Employment.

Q. ARE WORKERS ON W. P. A. PROJECTS REQUIRED TO REGISTER WITH THE SOCIAL SECURITY BOARD?

A. Yes. Although W. P. A. workers do not receive the benefits of the Social Security Act, they are expected to register so they will be eligible for such benefits when

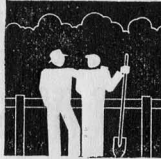


they are employed in private industry. Foremen may be asked to assist workers who have not so registered in securing and filling out the Social Security Application Form SS-5.



**Q. SHOULD WORKERS BE REGISTERED WITH THE U. S. E. S.?**

A. All workers who have been assigned to the Works Program are expected to be registered for employment with the U. S. E. S. or other employment agency approved by the U. S. E. S. It is the responsibility of such workers to keep in active touch with the proper employment agencies so they can be found and referred in case jobs are available in private industry.

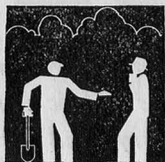


Q. BY WHAT TESTS SHOULD THE FOREMAN KNOW WHAT IS A FAIR DAY'S WORK FOR WORKERS TAKEN FROM RELIEF ROLLS?

A. The foreman must use his own good judgment and determine what may reasonably be expected of the workers. It is not difficult for the good foreman to know if workers are giving their best efforts to the job. The foreman must realize that the work must be efficiently done and the cost kept down. At the same time, the foreman must keep in mind that the Works Program has a responsibility for training or rehabilitating the unemployed.

Q. IF THE SECURITY EARNINGS OF A WORKER ARE NOT SUFFICIENT FOR HIS MAINTENANCE WHAT SHOULD THE FOREMAN DO ABOUT IT?

A. Should a worker find it impossible to sustain himself and his dependents on his security earnings, it may be necessary for him to have supplementary aid. The foreman may be able to advise the worker, but it is preferable to refer the case to the Division of Employment.

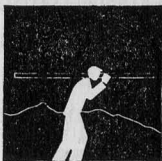


DID YOU KNOW THAT W. P. A. LEADS ALL OTHER FEDERAL AGENCIES IN BUILDING PUBLIC ROADS? THESE ARE THE FIGURES FOR 1 YEAR OF W. P. A.:

29,000 miles of new roads were built, including some hard-surfaced roads. Most of the work was done on farm-to-market and feeder roads.

94,000 miles of roads were repaired and improved. Most of these were country roads that were graveled so farmers are now able to travel regardless of weather.

13,000 bridges were repaired and 8,000 new bridges were built.

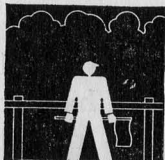


*The very essence of a free government consists in considering offices as public trusts, bestowed for the good of the country, and not for the benefit of an individual or a party.*

—J. C. Calhoun.

## VII

### SAFE WORKING CONDITIONS ON W. P. A. PROJECTS



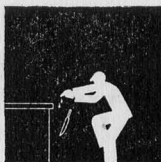
#### FOREMEN SHOULD SEE TO IT—

That red flags are placed about the work if needed for the protection of the workers and the public;

That before leaving a location for the night red lanterns or flares are placed about the work site;

That flagmen are posted to warn workers and the public of hazards on the job; and

That no work which may be hazardous is carried on without proper inspection.



Q. WHAT RELATION IS THERE BETWEEN SAFETY AND EFFICIENCY ON THE JOB?

A. They are very closely related. An accident that could have been avoided is sure to increase the cost of the job and to lower the morale of the workers. Accidents are bad for the record of the foreman.

Q. IS THERE SUPPOSED TO BE A SAFETY INSPECTOR ON EACH PROJECT?

A. It is the foreman's duty to inspect his project for safety. Full-time project safety inspectors are assigned only on large and exceptionally hazardous projects when approved by the State administrator.

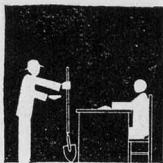
Q. IS IT A GOOD PRACTICE FOR THE FOREMAN TO ASSIGN OLDER WORKERS OR PARTIALLY HANDICAPPED WORKERS TO ACT AS FLAGMEN?

A. It is not important whether the flagman is an older worker or not. It is important that the flagman be alert and dependable.



Q. HAS A FOREMAN THE AUTHORITY TO REFUSE TO USE MACHINERY AND TRUCKS IF THEY ARE NOT SAFE?

A. Yes, but this information should be reported at once to the proper W. P. A. officials, the project superintendent, or the engineer.



Q. WHAT ACTION SHOULD THE FOREMAN TAKE IF A WORKER CANNOT BE EMPLOYED ON THE PROJECT WITHOUT ENDANGERING OTHER WORKERS?

A. If the worker cannot work at certain tasks without hazard to himself or others, the foreman should try to find other work. If suitable work cannot be found he should be transferred through the Division of Employment to another project or be reclassified.

Q. DOES THE FOREMAN HAVE ANY RESPONSIBILITY FOR THE SAFETY OF WORKERS WHEN NOT ON THE JOB?

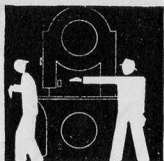
A. The foreman is responsible for the safe transportation of workers to and from the project. Safety regulations in W. P. A. Safety Bulletin No. 2 and No. 3



must be complied with when transporting workers by truck.

Q. WHAT ACTION SHOULD BE TAKEN IF THE FOREMAN DISCOVERS THAT FOR SOME REASON A JOB IS NOT SAFE?

A. Examples of unsafe work would be the result of such conditions as leaking gas mains, broken electric conduits, cave-ins, or falling scaffolds. In any case, all workers should be removed except those needed to make repairs. The foreman should report the condition to his superiors at once.



Q. IF A WORKER REFUSES TO USE A REQUIRED SAFETY DEVICE WHAT SHOULD THE FOREMAN DO?

A. The worker should not be permitted to work.

Q. DOES A WORKER HAVE THE RIGHT TO REFUSE TO WORK ON A PROJECT BECAUSE HE THINKS THE WORK IS TOO HAZARDOUS?

A. If a worker is capable of doing the work and if every precaution has been taken to make it normally safe, he will be expected to do it. If the worker continues his refusal without good reason, he may be transferred to another project or recommended for suspension.



MANY COMMUNITIES DO NOT HAVE ADEQUATE SEWERS OR WATER SYSTEMS. HERE IS WHAT W. P. A. WORKERS DID IN 1 YEAR TO MEET THESE DEFICIENCIES:

4,500 miles of sewers were built or repaired.

110,000 sewer connections were made to homes that did not have these advantages before.

1,155 sewage-treatment plants were built and 100 such plants were reconditioned.

2,300 miles of water mains were laid or repaired.

102,000 water connections were made, of which 48,000 were to the homes of new consumers.

*Educate and inform the whole mass of the people. Enable them to see that it is their interest to preserve peace and order, and they will preserve them. And it requires no very high degree of education to convince them of this.*

—Thomas Jefferson.

## VIII

### COMPENSATION FOR ACCIDENTS AND INJURIES TO WORKERS ON W. P. A. PROJECTS

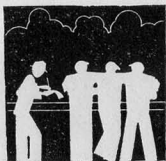


**IN THE EVENT OF SERIOUS INJURY TO  
PROJECT WORKERS, THE FOREMAN  
SHOULD—**

Take charge of the situation, keep cool, and so order things that injured persons and others are put at ease.

See that necessary first aid is administered, that medical aid is secured, if available, and make arrangements to have the injured persons taken to a hospital.

Get witnesses to all injuries, no matter how trivial, and include their names in the report of the accident.



Q. WHO IS RESPONSIBLE FOR REPORTING ACCIDENTS ON W. P. A. PROJECTS?

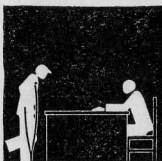
A. The foreman, who shall make out a *Foreman's Accident Report, W. P. A. Form 351*, for every accident occurring on his project, regardless of whether anyone was injured or not, or the nature or severity of the injuries sustained. All accidental injuries sustained by workers shall also be reported to the compensation section by the person designated for this duty on the project.

*Accident prevention is not only good morals and good ethics but also good business.*

—Elbert Gary.

Q. IS A WORKER ENTITLED TO COMPENSATION FOR INJURY RECEIVED WHILE WORKING ON A W. P. A. PROJECT?

A. Yes. A worker is entitled to compensation for injuries received on the job or while going to or coming from the project. A worker may also receive compensation for illness resulting from such injuries. The final authority for deciding such claims is the United States Employee's Compensation Commission.



Q. WHAT COMPENSATION DOES A WORKER RECEIVE FOR AN INJURY CHARGEABLE TO THE PROJECT?

A. Beginning the fourth day of disability the injured worker receives an amount equal to two-thirds of his pay, but the amount cannot exceed \$30 per month.

The maximum amount allowed by the United States Employee's Compensation Commission for death or injury is \$3,500, payable at the rate of \$30 per month.



Q. IS AN INJURED W. P. A. WORKER ENTITLED TO MEDICAL AND HOSPITAL CARE?

A. Yes. The Government will provide adequate medical and hospital care for workers injured on the project.

Q. IS A WORKER PERMITTED TO MAKE UP TIME LOST BECAUSE OF INJURY RATHER THAN TAKE THE COMPENSATION PAYMENT?

A. If a worker is disabled 15 days or less he may be permitted to make up enough time to earn the difference between the compensation payment and the amount

of pay lost because of the injury. If the worker is disabled more than 15 days it is permissible to assign another employable member of his family, provided there is available work.



## DO YOU KNOW THAT—

98 percent of all accidents can be prevented?

13 percent of all accidents occur because jobs are not kept clean and orderly?

During the first 6 months of 1937 on W. P. A. projects 4 men were killed and 45 seriously injured because scaffolds were poorly built or constructed of defective materials?

30 percent of all accidents occur while loading, unloading, piling, or otherwise handling materials?



5 percent of all injuries to W. P. A. workers result from infections, which are often due to failure to receive first-aid treatment?

About 20 cave-ins occur each month because foremen permit or require workers to take chances?

About 30 cave-ins occur each month in sewers and trenches because foremen fail to brace the walls?

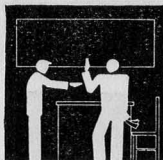


*It is the duty of every man to protect himself and those associated with him from accident which may result in injury or death.*

—Abraham Lincoln.

## IX

### REQUISITION FOR WORKERS AND ASSIGNMENT TO W. P. A. PROJECTS



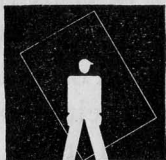
#### THE FOREMEN ON W. P. A. PROJECTS ARE JUDGED BY—

Their ability to select proper workers and to supervise such workers to secure the most efficient operation of the projects.

Their ability to assist workers to adapt themselves to the job. This duty is especially important on W. P. A. projects because of the fact that all workers cannot be assigned to work in their usual occupations, but must be fitted to other work.

Q. HOW ARE THE WORKERS SECURED FOR THE PROJECT?

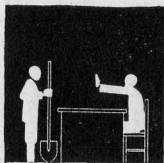
A. All W. P. A. workers, whether from relief rolls or not, are secured through the use of *Requisition for Workers, W. P. A. Form 401, Revised*, which is prepared by the foreman or supervisor of the project and forwarded to the Division of Employment, sufficiently in advance of the time when the workers are needed, to permit the requisition to be filled without delaying work on the project.



Q. WHAT SHOULD THE FOREMAN KNOW ABOUT CERTIFICATION PROCEDURE?

A. Unless otherwise exempted, every person assigned to the Works Program must be certified as in need of relief by a public relief agency approved by W. P. A. Any

special questions that the foreman may have about certification should be referred for handling to the Employment Division.



Q. IS THERE AN AGE LIMIT FOR WORKERS ON W. P. A. PROJECTS?

A. No worker may be assigned to W. P. A. if he is under 18 years of age. There is no upper age limit. Workers over 18 years are accepted or rejected by W. P. A. on the basis of their employability, their capabilities, and their willingness to work.

Q. IS THE FOREMAN REQUIRED TO ACCEPT WORKERS IF IT IS REASONABLY CERTAIN THEY ARE NOT COMPETENT TO DO THE WORK?

A. If workers are obviously unfitted for the work assigned, because of physical con-

dition or lack of experience, they should not be accepted. However, if workers desire an opportunity to demonstrate their ability it should not be denied them, but the foreman should supervise them closely during the trial period.



Q. IS IT PERMISSIBLE TO ASSIGN A WORKER TO WORK OUTSIDE HIS CLASSIFICATION?

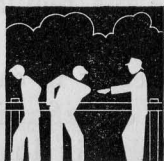
A. It may be necessary to assign a worker to a job outside his regular classification, but it should not be done except in emergency cases or in cases where work in the regular classification is not available. When this is done the worker is paid according to the work assigned. He should be assigned to his proper classification at the earliest opportunity.

Q. HOW LONG SHOULD THE FOREMAN HOLD ASSIGNMENT SLIPS?

A. The return of assignment slips for workers who fail to report is governed by local rules. Usually the slips are returned at the end of the second or third day.

Q. IF ASSIGNMENTS ARE RECEIVED LATE IN THE DAY SHOULD WORKERS BE PERMITTED TO GO TO WORK?

A. Yes, if there is still sufficient time left for them to perform a useful amount of work. The foreman will have to use his own judgment.



THIS IS WHAT WAS DONE IN THE FIRST YEAR OF W. P. A. TO INCREASE THE RECREATIONAL FACILITIES OF THE NATION:

1,500 athletic fields and playgrounds were improved and 1,400 new ones were built.

1,500 parks and fairgrounds were constructed or improved.

400 swimming pools and golf courses were constructed or improved.

FOR THE IMPROVEMENT OF AIRWAYS  
AND AIRPORT FACILITIES, W. P. A.  
WORKERS DURING THE FIRST YEAR  
MADE THESE CONTRIBUTIONS:

112 airports and landing fields were built, modernized, or repaired.

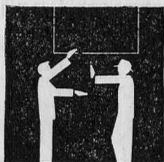
160 airport runways were built or improved. These averaged 2,500 feet in length.

26,000 airway markers were placed along air routes in the United States to make flying safer.

IF THE LABOR OF THE UNEMPLOYED  
HAD NOT BEEN SO USEFULLY APPLIED  
TO CREATE PUBLIC WEALTH IT  
WOULD HAVE WASTED IN IDLENESS.

## X

### TRANSFERS, SUSPENSIONS, AND DISMISSALS OF W. P. A. WORKERS



#### THE W. P. A. FOREMAN SHOULD KNOW—

That if a worker is transferred, reclassified, suspended, or dismissed it must be for reasons relating to the good of the worker or the efficiency of the project;

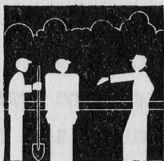
That the worker has a right to know the reasons and to raise questions about them; and

That the reasons given for any official action against the worker should be real reasons and not excuses to cover acts of discrimination or favoritism.



Q. MAY THE W. P. A. ENGINEER OR PROJECT SUPERINTENDENT TRANSFER A WORKER FROM A CREW WITHOUT FIRST ADVISING THE FOREMAN OF THE TRANSFER?

A. While such a transfer may be made without first advising the foreman it would not be good supervisory procedure. The foreman is entitled to information about transfers so that he can keep his own reports in order.



Q. HOW CAN A WORKER BE RECLASSIFIED?

A. If a worker can demonstrate that he is qualified for some other classification than that to which he has been assigned, the foreman may recommend the change to the project supervisor or engineer.

Before any reclassification is effective it must be approved by the Division of Employment.

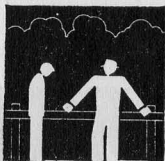


Q. WHAT SHOULD FOREMEN DO IF REQUESTS ARE RECEIVED FOR WORKERS TO BE REFERRED FOR PRIVATE EMPLOYMENT?

A. Foremen should try to find out what kinds of workers are wanted for the jobs in private industry and then select those who seem to be most suited for that kind of work. The names of such workers should then be referred to the Division of Employment.

Q. WILL A WORKER WHO TAKES A JOB IN PRIVATE EMPLOYMENT BE PERMITTED TO RETURN TO W. P. A. AFTER THE PRIVATE EMPLOYMENT HAS TERMINATED?

A. If a worker leaves W. P. A. to take a private job but later loses such employment through no fault of his own, he is entitled to reassignment to the work program at his former status, provided he is still in need.

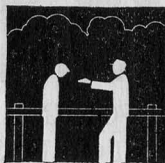


Q. DOES THE FOREMAN HAVE AUTHORITY TO DISCHARGE A WORKER?

A. No. The foreman only recommends for discharge. The final authority rests with the Division of Employment. The foreman should get acquainted with the procedure as followed by the local W. P. A.

Q. HOW MANY TIMES SHOULD A FOREMAN WARN A WORKER OF MISCONDUCT ON THE PROJECT BEFORE SUSPENDING OR DISMISSING HIM?

A. The Federal W. P. A. has issued no rules on this, but it has maintained the policy that for improper conduct workers should be advised with or warned before being suspended or discharged. The foreman should be firm. Regulations about warnings, suspensions, and dismissals are matters for local determination.

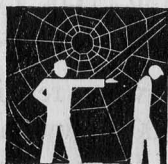


Q. WITHOUT SUSPENDING OR DISCHARGING A WORKER, WHAT OTHER MEANS OF CORRECTION DOES THE FOREMAN HAVE?

A. The worker can be advised with or warned. In some cases a worker gives less trouble if assigned to work with someone else, or at a different class of work. There is no rule that works in all cases. The good foreman is one who meets these problems naturally and with the least fuss.

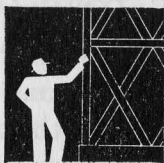
Q. DOES THE FOREMAN HAVE AUTHORITY TO SUSPEND A WORKER?

A. No. The foreman only recommends for suspension. As in the case of discharge, the final authority rests with the Division of Employment.



Q. WHEN THE FOREMAN RECOMMENDS A WORKER FOR SUSPENSION OR DISCHARGE SHOULD THE REASONS BE GIVEN IN WRITING?

A. Yes. The foreman should write the reasons or be prepared to do so if called on. The worker has a right to know the reason for any official action taken against him as a matter of record.



IN THE FIRST YEAR OF W. P. A. THE  
LABOR OF THOUSANDS OF WORKERS  
WAS USED FOR THE CONSTRUCTION  
AND IMPROVEMENT OF BUILDINGS:

7,200 schools were repaired or enlarged  
and 1,100 new schools were built.  
Most of the new ones were rural or  
small town schools.

3,000 administrative and recreational  
buildings were repaired and 2,000  
were built.

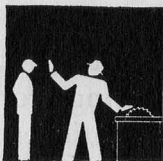
1,000 hospitals and institutional buildings  
were repaired and more than a  
hundred new ones built.

*He who decides a case without hearing the other  
side, though he decides justly, cannot be considered  
just.*

—Seneca.

## XI

### ORDER ON THE PROJECT AND CARE OF EQUIPMENT



#### THE W. P. A. FOREMAN SHOULD—

Take pride in the appearance of the project.  
Remember that the materials, tools, and  
equipment on the project are properties of  
the Government or of the sponsor.

Keep account of such properties so they are  
not lost or wasted, but kept in good con-  
dition.

Q. WHAT IS MEANT BY GOOD HOUSE-KEEPING ON THE PROJECT?

A. It means that the project should not have a sloppy look. Materials and tools should not be scattered about, but should be orderly placed. A well-kept, orderly project is usually an efficient project.

Q. ARE VENDORS OF SANDWICHES, DRINKS, OR OTHER REFRESHMENTS PERMITTED ON THE PROJECT?

A. Vendors should not be permitted on the project during working hours. If vendors are stationed outside the project there is no objection to the workers patronizing them before or after working hours, or during the noon or lunch hour.



A GOOD FOREMAN WILL SEE TO IT THAT THERE ARE NOT—



- a. Too many or too few workers for the size of the job or the supply of tools; to fail in this would result in a waste of wages.
- b. Too many or too few skilled or unskilled workers for the needs of the job; that also may result in a waste of wages.
- c. Too much or too little equipment or material, or not the proper kind of equipment or material; that would result in a needless use of funds.



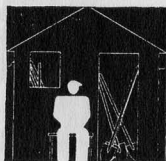
Q. FOR WHAT PURPOSE MAY THE FOREMAN BE REQUIRED TO MAKE WRITTEN REPORTS?

A. On every project the foreman is expected to make some written reports. Only by

such reports is it possible to determine progress and efficiency on the project. Reports should be submitted promptly and kept accurately as required.

Q. WHAT SHOULD THE FOREMAN DO IF A WORKER FAILS TO RETURN TOOLS, BOOTS, OR OTHER PROPERTIES ENTRUSTED TO HIS CARE?

A. The foreman should require an accounting from the worker and if he does not get a satisfactory accounting he should report the matter at once to his superiors. Otherwise the foreman may be charged with negligence.



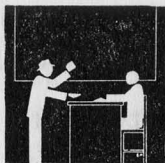
Q. IS THE FOREMAN RESPONSIBLE FOR TOOLS, EQUIPMENT, OR MATERIAL LOST OR STOLEN FROM

## THE PROJECTS EITHER DURING OR AFTER WORKING HOURS?

A. The foreman is expected to use all diligence in keeping account of the properties of the project. If he has exercised such diligence it should not be difficult to locate lost or stolen tools, equipment, or materials. If the losses occur after working hours the responsibility rests with the watchman to show that he used proper diligence in safeguarding the properties.

## Q. WHAT CONTROL DOES THE FOREMAN HAVE OVER RENTED EQUIPMENT USED ON HIS PROJECT?

A. He has the same control that he would have over equipment owned by the Government. If equipment is not efficiently used, or not kept in good repair, the foreman should so report to his superiors.



TO SAVE LIVES AND PROPERTY IN CASE OF FLOOD, W. P. A. WORKERS PROVIDED THE FOLLOWING FACILITIES DURING THE FIRST YEAR:

375 miles of levees were built or strengthened.

112 miles of canals and channels were constructed.

650 miles of river banks were riprapped or improved.

2,300 miles of stream beds were cleaned and improved to aid the run-off of flood waters.

*Labor is discovered to be the great, the grand conqueror, enriching and building up nations more surely than the proudest battles.*

—Channing.

## XII

### MAKING UP TIME LOST DUE TO WEATHER CONDITIONS AND OTHER CAUSES



#### FOREMEN ON W. P. A. PROJECTS SHOULD REALIZE—

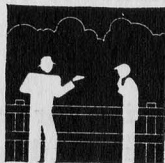
That workers are entitled to every reasonable opportunity to earn a full security wage;

That if workers lose time for reasons over which they have no control, they should be given every reasonable opportunity to make up such lost time; and

That lost time which cannot be made up results in a loss of income to the workers.

Q. IS THE FOREMAN PERMITTED TO INSTRUCT THE TIMEKEEPER TO CREDIT THE WORKERS WITH TIME FOR REPORTING ON A STORMY DAY WHEN THE PROJECT HAD TO BE CLOSED?

A. It is not permissible to pay for time not worked. Often foremen can save loss to the workers if they arrange to give notice in case the weather will not permit projects to operate. In some communities this is done by leaving word at the fire stations. In one community the street lights are blinked at a certain early hour to give notice that projects will not operate that day.



Q. DOES THE FOREMAN HAVE AUTHORITY TO CLOSE A PROJECT ON ACCOUNT OF INCLEMENT WEATHER?

- A. Unless the foreman has orders to the contrary, it is his responsibility to determine whether a project should be temporarily closed due to weather conditions. In making his decision he should take into account the hazards to the workers, the efficiency of the work, and possible losses in exposing materials and equipment.



Q. IF THE PROJECT IS NOT CLOSED DOWN BECAUSE OF WEATHER DOES A WORKER HAVE THE RIGHT TO REFUSE TO WORK?

- A. Yes, a worker may refuse to work, but time lost because of such refusal will be considered a voluntary absence, and can be made up only by special permission, provided conditions on the project permit.

Q. IN EXTREMELY COLD WEATHER  
ARE THE WORKERS PERMITTED TO  
HAVE A FIRE ON THE PROJECT?

A. No general rule has been issued about fires, because of the many conditions that maintain in the different communities. Unless orders about building fires have been issued by the local W. P. A., the foreman will have to use his judgment or ask advice of his superiors.



*That which is unjust can really profit no one; that  
which is just can really harm no one.*

—Henry George.



Q. IF A WORKER LOSES TIME VOLUNTARILY IS HE PERMITTED TO MAKE IT UP?

A. Workers are permitted to make up first the time lost because of temporary shut-downs. Time lost because of voluntary absence can be made up only if conditions on the project permit.

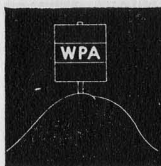


Q. DOES A WORKER LOSE HIS JOB ON A PROJECT BECAUSE OF LONG ABSENCE ON ACCOUNT OF ILLNESS?

A. No. A worker absent because of illness should so inform the foreman. Upon return to the project the foreman will advise the worker about the possibilities of making up some or all of the time lost.

Q. HOW MANY DAYS IS A WORKER PERMITTED TO BE ABSENT BEFORE BEING SUBJECT TO DISMISSAL?

A. There is no Federal rule on dismissal for absence. Such matters are handled locally. The Federal W. P. A. is only interested to the extent that the rules be reasonable and fair.



*We test the worth of all men and all measures by asking how they contribute to the welfare of the men, women, and children of whom this Nation is composed.*

—Theodore Roosevelt.

## XIII

### HOURS OF WORK AND RATES OF PAY



#### THE FOREMAN SHOULD KEEP IN MIND—

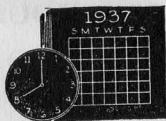
That W. P. A. projects are a benefit to the community.

That W. P. A. projects provide self-respecting unemployed workers with useful jobs.

That W. P. A. dollars paid to the workers are quickly spent for necessities. These are the fastest moving dollars in the Nation. Money spent by the workers is an aid to local business.

Q. WHAT ARE THE REGULATIONS ABOUT HOURS OF WORK ON W. P. A. PROJECTS?

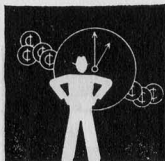
A. Except for supervisory and administrative employees, the maximum hours of work for project workers shall be 8 hours per day, 40 hours per week, and 140 hours per month. These hours do not apply in case of an emergency involving public welfare or the protection of work already done on a project or in making up lost time.



Q. DO W. P. A. RULES ABOUT RATES OF PAY AND HOURS OF WORK APPLY TO WORKERS PAID BY THE SPONSOR BUT ASSIGNED TO W. P. A. PROJECTS?

A. Questions about rates of pay or hours of work for employees of the sponsor on a W. P. A. project should be referred by

the foreman to his immediate superiors or to the Division of Employment.



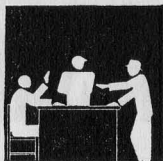
Q. ARE FOREMEN RESPONSIBLE FOR DETERMINING PREVAILING RATES FOR WORKERS ON PROJECTS?

A. No. Questions relative to hourly rates of pay should be referred to the Division of Employment.

Q. UNDER W. P. A. RULES IS IT POSSIBLE FOR A WORKER TO COMPLETE THE REQUIRED NUMBER OF HOURS FOR A PAY PERIOD AND THEN WORK MORE HOURS TO BE CREDITED TO HIM THE FOLLOWING PAY PERIOD?

A. This should not be done. All time must be credited on the day the worker actually works. If emergencies arise exemp-

tions may be secured. If the foreman has special cases they should be referred to the project superintendent for advice and handling.



Q. WHAT IS THE POLICY OF W. P. A. IF PERSONS TRY TO INTERCEPT THE PAY CHECKS OF WORKERS FOR PAYMENT OF DEBTS?

A. The W. P. A. cannot become a party to such demands. No recognition shall be given to assignment of wages or judgments rendered against workers because of private debts. If individuals have claims against workers they must seek redress through the regular channels for collecting debts.

Q. SHOULD THE FOREMAN PERMIT THE WORKERS TO QUIT WORK A FEW MINUTES EARLY IN ORDER TO PUT AWAY THE TOOLS?

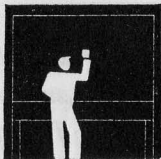
A. Quitting a few minutes early is permitted if it is necessary to clean and put away the tools or protect the work or materials against exposure. The foreman's responsibility does not end until the last worker has checked out. Before signing out himself he must see that the project has been left in an orderly condition.

*Government is a trust, and the officers of the Government are trustees; and both the trust and the trustees are created for the benefit of the people.*

—Henry Clay.

## XIV

### RELATIONS OF THE W. P. A. FOREMAN TO THE SPONSOR



#### THE FOREMAN SHOULD BE INFORMED—

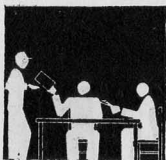
About the relations that exist between W. P. A. and the sponsor of the project under his supervision;

About the amount and character of contributions which the sponsor is expected to furnish;

About the part to be taken by the sponsor in the supervision and inspection of the project; and



Having such general information, the foreman is better able to cooperate intelligently in the supervision of the work.



Q. WHO IS THE SPONSOR OF A PROJECT?

A. A sponsor is any political subdivision (State, county, city), or any public body (school board, health department, department of streets), or any department of the Federal Government that plans and proposes a project for the employment of relief labor in the locality.

Q. IF THE SPONSOR DELEGATES ONE OR MORE FOREMEN TO HELP DIRECT THE WORK ON W. P. A. PROJECTS, TO WHOM ARE SUCH FOREMEN RESPONSIBLE?

A. All foremen engaged in supervising W. P. A. projects, including those paid by

the sponsor, are responsible to the W. P. A. for the satisfactory operation of the project.



Q. WHAT RELATIONSHIP SHOULD EXIST BETWEEN THE FOREMAN AND THE ENGINEER, OR OTHER AGENT, WHO REPRESENTS THE SPONSOR ON THE PROJECT?

A. The foreman takes orders only from the project superintendent or the project engineer. Recommendations made by the agent of the sponsor must be made through the W. P. A. officials from whom the foreman receives orders.

Q. DOES THE FOREMAN HAVE THE SAME JURISDICTION OVER A WORKER FURNISHED BY THE SPONSOR AS OVER REGULAR W. P. A. WORKERS?

- A. The foreman has jurisdiction over all workers placed under his supervision. If workers in the employ of the sponsor have any question about the foreman's authority it is the responsibility of the foreman to bring the problem at once to the attention of the project superintendent.



Q. SHOULD THE FOREMAN BE INFORMED ABOUT THE CONTRIBUTIONS TO BE MADE BY THE SPONSOR TO THE PROJECT?

- A. Yes. The foreman should have information about any contributions which the sponsor is expected to make, especially contributions in the form of materials, equipment, or service. Without such information the foreman cannot properly plan and direct the work under

his supervision. The foreman should give attention to the quality of the materials and the condition of the equipment supplied by the sponsor. Any questions the foreman may have about such contributions should be referred to the superintendent or engineer.

*Do not suffer your good nature, when application is made, to say yes when you ought to say no. Remember that it is a public not a private cause that is to be injured or benefited by your choice.*

—George Washington.

## **XV**

### **PERSONAL RELATIONS BETWEEN FOREMEN AND PROJECT WORKERS**



#### **A GOOD FOREMAN KNOWS—**

**A good day's work when he sees it;  
When a worker is doing the best he can;  
When a worker is shirking on the job; and  
How to keep up the morale on the job.**

## FOREMEN MUST BE ABLE TO DEAL WITH ALL TYPES OF WORKERS, SUCH AS:

- a.* The worker who plays jokes on fellow workers while on the job.
- b.* The worker who bullies fellow workers or orders them about.
- c.* The lazy worker who ridicules diligent workers.
- d.* The worker who talks too much, tells funny stories, and otherwise distracts workers.
- e.* The worker who always complains about not getting a square deal.

There is no special rule for handling these or other problem cases and no answer but the good judgment of the foreman.

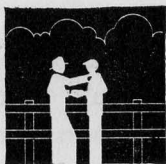


**Q. WHAT RESPONSIBILITY DOES THE FOREMAN HAVE FOR THE GUID-**

## ANCE OF YOUNG, INEXPERIENCED WORKERS?

- A. Foremen should give as much special attention as possible to younger workers. Every opportunity should be given them to learn to do good work. Young workers should be teamed up with experienced workers. They should be shifted occasionally from one kind of work to another so they may be able to gain whatever work experience the job can give.

About 10 percent of the persons eligible for W. P. A. employment are youths who have never had work experience of any kind, or a chance to learn a trade.



- Q. SHOULD THE FOREMAN TAKE ADVICE FROM A WORKER UNDER HIS SUPERVISION?

A. Surely. A good foreman will not only take advice from the workers but he will give the workers credit for it. A good foreman will listen if workers have suggestions to make. If he does not follow the suggestions it should be for good practical reasons.

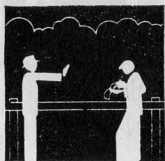
Q. WHAT IS A GOOD PRACTICE TO FOLLOW IN PRAISING WORKERS?

A. There are no rules that would apply to all circumstances. Most workers like to be praised, but some need it more than others. However, a foreman should be careful in giving praise to workers lest he praise some too much or others too little. The best form of praise is a friendly interest and encouragement. Just as a foreman should be wise in giving praise so he should be careful in giving criticism.



Q. WHAT SHOULD A FOREMAN DO IF A COLLECTION IS BEING TAKEN FROM WORKERS ON THE JOB OR TICKETS ARE BEING SOLD TO THEM?

A. Foremen may not give encouragement to any kind of collections on the job or to ticket selling. Workers are not required to make contributions of any kind in order to be secure in their jobs with W. P. A.



Q. SHOULD THE FOREMAN PERMIT A RAFFLE ON THE JOB?

A. Foremen should not start raffles or permit the workers on the project to start raffles. If outside groups wish to approach the workers to sell raffle tickets it must be done off the project.

Q. SHOULD A FOREMAN ACCEPT GIFTS OR OTHER FAVORS FROM HIS WORKERS?

A. A foreman should not receive presents from his workers. He should discourage any offer of gifts or favors from individuals in his crew.



Q. WHAT ARE THE RULES ABOUT FOREMEN ON W. P. A. PROJECTS BORROWING MONEY FROM WORKERS?

A. There is no rule, but foremen should realize that borrowing from workers is not a proper practice. W. P. A. workers have very little money. They cannot afford to lend, but if a foreman asks they may fear to refuse. If complaints are made against foremen for borrowing it is justifiable reason for discharge.



## DID YOU KNOW THAT—

85,000,000 persons attended 100,000 performances of the Federal Music Project. This project includes 4 opera companies and 160 orchestras?

25,000,000 persons have attended 43,000 performances of the Federal Theater Project by more than 150 companies bringing living entertainment to hundreds of communities?

11,000,000 persons have attended art exhibitions and classes of the Federal Art Project?

About 80 guide books have been prepared by workers on the Federal Writers Project, and many more of these guides for States, counties, and cities will be published?



*I don't think much of a man who is not wiser today than he was yesterday.*

—Abraham Lincoln.

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